

# COVID-19 response and winter pressures

## Health and Social Care Sub Committee presentation

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**This week marks the two year anniversary of our first patient with confirmed COVID-19 being cared for at Croydon University Hospital**

**Since 11 March 2020:**

- **More than 4,580 patients** with COVID-19 have been treated at CUH
- **Vast majority** have been treated successfully for the virus
- **Sadly, 751** patients have died in hospital with COVID-19 (as of 17 February 2021)

## Current position

**CUH currently has one of the highest bed occupancy rates of patients with the virus in south west London.**

As at 23 February 2022, the Trust is caring for:

- **130** COVID-19 patients in CUH
- **Fewer than five** COVID-19 patients in intensive care

**This reflects the continued prevalence of COVID-19 in our community, although thankfully cases are coming down**

- **1,558** people in Croydon have tested positive for COVID-19 in the past 7 days
- **Down 16%** (as at 22 Feb 2022)
- **Case rate:** 420 per 100,000 people (as at 17 Feb 2022)

## Almost 70% of Croydon's population are now protected with at least one dose of the COVID-19 vaccine

- **266,246 first doses (69.6%)**
- **245,151 second doses (64.1%)**
- **169,993 boosters or third doses (44.4%)**

*(Croydon population vaccination status, as at 21 Feb 2022)*

## Continued engagement in low uptake areas

- **Lantern Hall** – for people experiencing homelessness or living in temporary accommodation
- **Croydon Mosque** – specifically for asylum seekers living in hotels
- **St Chad's Church** as part of HIV awareness week, with music, food, HIV fingerprick testing, COVID testing & COVID vaccines
- **Further sessions** are planned through March and April including MIND service users, carers and families

## Priorities through Spring

- **Evergreen offer** – a continued focus for the NHS: It's never too late for first, second or third doses.
- **Healthy 5-11 year olds:** Working with schools and primary care to engage parents and guardians to protect children in our borough
- **Spring boosters:** Expected for clinically extremely vulnerable and 75+
- **Autumn booster plan,** aimed at wider groups of people anticipated later this year in line with flu

## COVID-19 vaccination as a condition of NHS deployment

On 31 January 2022, the UK government announced that it would publicly consult to seek views on revoking the requirement of the COVID-19 vaccination as a condition of deployment in health and social care settings.

- At this time, 89% of all staff at Croydon Health Services NHS Trust were protected with at least one dose of the COVID-19 vaccination.
- 91 staff had declined vaccination.
- A further 268 staff had no record of COVID-19 vaccination
- This number includes staff who may not have declared COVID-19 vaccinations at other healthcare settings, including their GP.

## Elective recovery

**Croydon is now treating 10-20% more patients in our dedicated Elective Centre than before the pandemic**

**More than 18,500 people have safely received planned care and treatment in Croydon over the past 18 months, despite the impact of the pandemic.**

- Treating patients, not just from Croydon, but across South London
- 2,000 patients referred from neighbouring boroughs to reduce long waits
- Increasing Croydon's capacity as a surgical hub for mutual aid in the NHS.
- Challenge now is to push harder through longer days and weekend working
- Supporting staff to meet the demands of the backlog and care for patients

### The biggest backlog the NHS has ever faced

More than 6 million people are waiting for planned care across the country

Now the pandemic is easing, the NHS has published its planned to tackle the COVID-19 backlogs

In Croydon, our “hospital within a hospital” protected by robust infection control and restricted access, has enabled us to treat patients throughout waves of COVID-19.

***“When you look at a number of 6m waiting, it's daunting. But when you focus on the ten patients on your list and know that they will get the care they need and go home to enjoy their daughter's birthday tomorrow - that's when the prize will come in.”***

Stella Vig, Consultant and clinical lead talking to Radio 4 on how Croydon is leading charge to tackle the COVID-19 backlogs (Feb 23 2022)

## Urgent & Emergency Care

Urgent and emergency care services in Croydon remain under severe pressure, with long waits for admission leading to crowding in ED and delays offload ambulances throughout January – reflecting the regional and national position.

**Whilst total demand is not as high as pre-pandemic, more acutely unwell patients are attending ED**

- **Croydon's four-hour** performance remains strong relative to other London systems (77%, 7<sup>th</sup> best in London in January 2022)
- **6% reduction** in total attendances to CUH, but 1% increase in highest acuity arrivals (January 2022)
- **Levels of COVID-19** locally and in the hospital continues to impact, with between 25% and 30% of inpatient beds occupied by COVID patients. A similar number of care home beds were closed due to COVID over the same period.
- **Bed occupancy** needs to be significantly reduced to be able to effectively manage the inpatient pathway in an IPC-compliant way. Key to this is optimising discharges and reducing length of stay.
- **CHS is one of two London trusts** that has been invited to take part in a national 'Hospital Only Discharge' programme, focused on the elements of discharge solely within the hospital's control.
- **Rapid action:** The Trust, with support from the national Emergency Care Intensive Support Team (ECIST), is taking rapid action based on a series of evidence based interventions shown to improve flow. This Executive-led programme will report monthly to the Quality Committee, and quarterly to the Health Board.

**To reduce waits and meet demand we are streamlining pathways and increasing capacity**

**Integrated See, Triage and Treat (ISTAT):** ED and GPs working together to reduce waits in A&E whilst limiting overcrowding to protect people from COVID-19.

- **Average wait for non-admitted patients reduced from 226 mins to 205 mins (Jan-22 v Jan-20).**
- **93% of acutely unwell patients seen within 60mins.**

**Same Day Emergency Care:** providing assessment, investigation and treatment without overnight stay, with direct access from GP referral and LAS conveyancing.

- **28% fewer admissions from ED (Jan-22 v Jan-20).**

**Mental health assessment unit with SLaM:** Supporting people who attend A&E whilst experiencing a mental health crisis.

- **Average wait for mental health patients in ED reduced by over 2 hours (Jan-22 v Jan-20)**

**Transfer of Care hub: Integrated Discharge Team (IDT),** involving health, social care and British Red Cross, as a single point of contact for wards and wider system

# System response

**Working together as a place based system, we are striving to improve health and care to meet local need and address the challenges we face**

## Integrated Community Networks Plus (ICN+)

**One Croydon community networks bringing GPs, nursing teams and therapists together with social care and community groups to connect people with the services around them**

### North East Croydon ICN+:

More than 600 referrals within the year

- **31%** people reported an increase in health and wellbeing within a year of referral.
- **25%** reported an increase in movement, mobility and physical ability

**Primary Care continues to face additional pressure in comparison to pre-pandemic levels due to increased demand and ongoing delivery of the vaccination programme.**

**Practices operating with higher levels of face-to-face appointments, despite the pressures**

- Triage based system which incorporates Infection Prevention and control requirements and allows for prioritisation based on clinical need and patient choice.

### Primary care Networks (PCN's)

- Recruiting additional multi-disciplinary staff to support patient care in a more holistic way
- Included increasing focus on cancer diagnosis
- Health checks
- Medication reviews
- COVID and flu vaccinations.

### Quality improves

- Continued focus with practices being supported via local and national resilience schemes to improve access and ensure sustainable general practice provision
- Backlog recovery within ongoing review of clinical need and management of increased demand
- Supported by increased use of digital innovation and evidence based new models of working.

# Digital innovation

**Using virtual wards to help keep people safe and well during the pandemic and, where possible, care for them at home to free-up hospital beds for those with more complex needs**

**Croydon has been successfully delivering Telehealth enabled virtual wards for high acuity patients since 2019**

- Using devices no bigger than a mobile phone, we are able to remotely monitor a patients' movement, breathing and heartrate 24/7
- Spotting deterioration and escalating patient care, often before someone realises they are becoming unwell.

## Benefits for patients and staff

**Improved patient and carer experience and outcomes, empowering patients to become more involved in their care**

- Reduced potential exposure to COVID-19 with patients and staff able to monitor conditions without avoidable hospital visits
- Enhanced senior clinical support available within two hours of Rapid Response referral to safely care for more complex patients at home.
- Step-up pathways to manage patients safely at home / in the community.
- Improved staff experience, confidence and competence to manage higher acuity patients at home.

## Upgrading our offer

**In line with 2022/23 NHS planning guidance, Croydon is working with SWL ICS to scale up delivery of virtual wards**

- National ambition for 40–50 virtual wards per 100,000 population by December 2023.
- A key component of the SWL plans to deliver remote monitoring at scale is for local borough based virtual wards to be supported by a centralised SWL remote monitoring hub.

# Maternity experience survey

On 10 February 2022, the CQC published the findings of the 2021 survey of maternity services in England.

## Positive improvements

- **9/10** women said our midwifery team spoke clearly to them in a way they could understand during labour and birth.
- **8.3/10** women felt involved in decisions about their care, a small improvement compared to the last survey in 2019
- **8.7/10** of mothers-to-be felt listened to during their antenatal appointments, compared to 8.5/10 in 2019

## However, the Trust was scored worse than expected in some areas

- Fewer women felt they had been offered a choice about where to have their baby – scoring 3.5 out of 10 compared to 5.4 in 2019
- The number of women who felt they had been treated with dignity and respect fell from 9 to 8.5 out of 10
- and more women said they wanted greater support and encouragement about feeding their baby – scoring 5.3/10 compared to 5.6/10 in 2019

## Making improvements

This survey was collected during the third national lockdown at a time when women were not permitted to have a friend or partner with them at all times. However, Croydon is no different than any other Trust in dealing with these challenges.

Our maternity team have already put measures in place to act on what women and their families say.

- All women now have the opportunity to agree a personalised care plan with their named midwife and women are given a choice to have their baby at home, on the labour ward or our home-from-home birth centre.
- Two hourly ward rounds are undertaken daily to make sure our midwifery team are visible and the needs of women in our care are met
- We have increased our staffing on our postnatal ward at night to increase support for women.



Croydon Health Services  
NHS Trust

Acting on findings from national reviews to improve maternity care

Okenden benchmark assessment (Dec 2021)

Plan to enhance perinatal quality surveillance, with quality assurance embedded in ICS governance structure

Listening to women and families, including bimonthly meetings with Board level champions

Increased funding for staff training and joint working at 'place'

Managing complex pregnancy, monitoring compliance against national best practice



# Workforce wellbeing

We are continuing to increase our wellbeing support for staff to help our workforce cope with the pressures and guard against burnout

**NHS Staff Survey 2020 highlighted areas of improvement and focus**

## Good practice

- **74%** CCG staff and **68%** of Trust staff said their immediate manager takes an active interest in wellbeing

## Areas of concern

- **Only 29%** of Trust staff feel the organisation takes positive action to look after their health and wellbeing
- **2 in 5 staff** (~40%) of staff reported feeling unwell due to stress in the last 12 months
- **Sickness rates** have risen steadily since Summer 2021 and retention is below average, with almost half (49%) of Trust staff leaving within the first year of service

## Our culture, our wellness, our people

- **Two year improvement plan** to enhance staff experiences and support through 2022/23

Findings of 2021 NHS Staff Survey are expected to be published late March 2022

## Leading by example

- Enhancing leadership support to model values and behaviours
- New Croydon Health Leadership Conference to co-design progress, plans and priorities
- Health leaders asked to rate their own health and wellbeing, scoring **3 out of 5, with five being the highest**

## Improvements include:

- Ensuring that all staff have regular 1:1s and that these include 'check in' questions on wellbeing
- Saying thank you more regularly and taking action so that staff know they are valued
- Empowering staff to make decisions, building high trust teams
- Implementing a culture of kindness across all teams



## Supporting our staff

- Weekly 'Thirst Responders' with leaders serving refreshments to thank and listen to staff
- All-staff webinars with 'Any questions' asked of Trust Exec
- 24/7 access to confidential staff support and advice
- Over 100 mental health first aiders available
- Free access to wellbeing support
- New staff intranet for daily news and a hub of information
- Dedicated team leader briefings
- 'Summer Sessions' and Wellbeing events to offer teams and individuals some time for themselves away from the stresses of work.
- Staff app to share good news and practices
- Social media to spread the word and celebrate the achievements of staff

